

***GETTING TO GRANTS
TRAINING WORKSHOP***

TRAINEE'S MANUAL

**Prepared for Tamkeen
By
CHP International, Inc.**

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Workshop Outline and Notes For Trainees

Module 1

A. Introduction to the workshop

1. Review Tamkeen's Purpose and Funding Parameters

B. Developing a Grant Objective and Verifiable Results

1. Compare and Contrast Grant Objectives
2. Examine Tamkeen's Standards for Writing Grant Objectives.

Notes:

The Grant Objective is a statement about the project's desired outcome. Grant applicants may explain or support their CSOs' objectives by adding a summary analysis of the problem, the root causes of the problem, the needs, and the manner by which the project will address these needs. The summary may address the implications of the project according to its socio-cultural acceptability, economic viability, environmental impact, technical capacity, and financial feasibility. (These five areas can be used for problem analysis as well as to assess the potential effects of a project on the target areas.)

3. Compare and Contrast Verifiable Results Statements

Notes:

Based on an analysis of the problem and the identification of activities to address this problem, the next step is to identify verifiable results. These results are measurable statements about what the project expects to achieve.

4. Examine Tamkeen's Standards for Writing Verifiable Results Statements.

C. Application – Grant Objectives and Verifiable Results

1. Presentation and Analysis

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Module 2

A. Introduction to the Project Implementation Plan

Notes:

The purposes of an implementation plan is (a) to provide project implementers with a functional guide, to check the feasibility of the project; (b) to provide a means by which to identify the financial, human and material resources required; and (c) to identify milestones that equip both project implementers and project funders with a means by which to assess progress. The implementation plan is very detailed and includes every step that must be taken in carrying out the project's activities.

Developing an implementation plan can be a straightforward process so long as the organization takes the time to identify very specifically what will be done, by whom, when, with what necessary resources, and with what milestones to verify accomplishment.

1. Implementation Planning: A Format for Simplifying the Planning Process
2. Implementation Planning Steps: Identify Specific Tasks, Assign Responsibility to Particular Individuals, Identify the Resources Need, and Establish Milestones for Individual Projects.

Notes:

Some tasks require special skills. In any organization, there usually are individuals who are good with details, others who are creative, still others who possess skills in communication, and those who have the ability to look at situations from the outside and assess what is happening. The detail-oriented person might be assigned to logistics, the creative person to preparing educational interventions and program support materials, the person with communication skills to interactions with project beneficiaries, and the objective observer to be in charge of evaluation.

The purpose of assigning responsibility for tasks is to ensure that that the organization has the human capacity for implementing a project. One person may assume all of the responsibility or several people within the organization can share responsibility. The point is to determine what needs to be done and who is available and capable of performing each task effectively.

A CSO must compare how much money it needs in order to fund the implementation of its project with (a) the resources available from its operating budget, (b) and the resources available from donors other than Tamkeen. If these resources are insufficient to implement the project, the CSO might decide to approach Tamkeen, either as sole funder or as a funder of only some of the project's activities; in either case, the CSO needs to

bear in mind Tamkeen's funding parameters. In this section of the grant proposal, Tamkeen expects the CSO to identify how grant resources will support individual tasks so that the CSO can better realize its mission. Tamkeen encourages contributions from third party donors to create linkages among organizations. These resources must be clearly outlined and documented in the proposal, including the intent, role, and financial or other support being provided.

Assumptions are predictions, some might say guesses, about events, policies, and conditions outside the applicant's control that may have either a positive or negative impact upon the activity's potential for success. In planning, we try, first, to identify only those assumption that are relevant to the project. Then we make these assumptions explicit so that we can have contingency plans ready ahead of time.

This section of the grant application assists an organization to identify its strengths and its weaknesses and to find ways to increase its own capacity. The analysis required in this section ensures that the applicant CSO has the experience and technical capability it needs to implement the project it has proposed. Based on an analysis of its capacity, a CSO may decide to amend the project, either to improve its capability (by incorporating staff development and training into the project, for example), or to create linkages with other organizations, or to reduce the scope of the project.

B. Implementation Budgeting

Notes:

Some Definitions:

- Capital costs are one-time long-term investments in furnishings or equipment such as a computer.
- Recurrent costs are ongoing expenses required to maintain project activity, such as stationery
- In-kind Contributions are those expenses that the proposing organization allocates to the project. They can include the value of office space, staff salaries or cash.

Tamkeen requires a detailed budget to ensure adequate funds are available as needed to implement project activity. Tamkeen also disburses its funds on a phased timeline, based on the achievement of verifiable milestones, to ensure project effectiveness and fiscal accountability. The budget guidelines also are used to assist an organization to identify capital versus recurrent costs so that future project viability can be determined.

1. Review Budget and Analysis

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Module 3

A. Tamkeen Grant Application, Section II

1. Review Tamkeen's Simplified Grant Application.

Note:

Participants will have completed the Grant Objectives and Verifiable Results (part of section II), the Implementation Plan (section III), and Cost Realism or Budget (section V)

2. Complete Application Section II, Program Description.

Notes:

Points 10 and 11 in the Tamkeen Grants Application are essentially a summary of what you will do, your objectives, how you are going to achieve your objectives and how your objectives and verifiable results directly fit into what Tamkeen funds. Point 10 is in narrative form, point 11 is show visually.

Direct beneficiaries are those people who participate in the project. Indirect beneficiaries are those people who realize the benefits of a project without actually participating in it.

Organizations can implement effective projects but often the results are not shared with other organizations or the public. There can be logistical problems including the time, effort and money to publicize what a project has done. But, Tamkeen makes it possible to share information by including in each of its grant proposals a mandated activity to do so, and it incorporates funding possibilities for the dissemination of information.

Sharing information can lessen competition amongst organizations and, conversely, strengthening collaboration amongst agencies with similar goals. Therefore, it may be beneficial for Tamkeen's funding recipients to be aware of other project's successes, strengths, weaknesses, and recommendations.

B. Complete the Tamkeen Grant Proposal Application

1. Application – Developing a Proposal that will meet Tamkeen Requirements
2. Cross-Check Narrative to Implementation Plan. Cross-Check the Implementation Plan with the Budget.
3. Proposals Review and Critique
3. Workshop Evaluation

Tamkeen Linkages Diagram

